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ABSTRACT

This book, which is designed for practitioners in the training field, explains the principles of evaluating training programs on the basis of a four-level model consisting of the following components: reaction, learning, behavior, and results. The book is divided into two parts. Part 1, which consists of eight chapters, describes the concepts, principles, guidelines, and techniques for evaluating training programs at all four levels. In chapter 1, evaluation is discussed as the final step in a 10-step training program development and implementation process. Chapters 2 and 3 detail the reasons for evaluating training programs and the four levels of evaluation. Each of the next four chapters (4-7) is devoted to the unique features of evaluation of each component of the model's four levels. Chapter 8 presents guidelines for implementing the four levels. Part 2 contains 13 case studies from a wide range of nationally known organizations that have implemented evaluation at one or more of the four levels. Among the types of training programs examined in the case studies are the following: a training program for nonexempt employees; programs of training in performance appraisal and coaching, creative management, presentation skills, supervisory skills, and sales; and an outdoor-based training program. Contains 60 tables/figures and 10 references. (MN)

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